



**PARTICIPATORY COMMUNICATION APPROACH AND
STAKEHOLDERS' INCLUSIVITY IN COMMUNITY DEVELOPMENT
IN THE GREATER ACCRA REGION: A CASE OF ADENTAN
MUNICIPAL COMMUNITY**

HENRY KOFI QUARSHIE

MADC23033

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DECLARATION

DECLARATION BY STUDENT

We hereby declare that this dissertation is the result of my original research, and that no part of it has been presented for another degree in this institute or elsewhere. I am solely responsible for any shortcomings.

HENRY KOFI QUARSHIE	MADC23033
Student	Index number	Signature	Date

SUPERVISOR'S CERTIFICATION

I hereby certify that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by Ghana Institute of Journalism.

DR. JOSEPH OBENG-BAAH		December 12, 2024
Supervisor	Signature	Date

ABSTRACT

The effectiveness of participatory communication approach may depend on the stakeholders' inclusivity in the process of initiating and implementing development projects in communities. The Greater Accra, Ghana case presents a very controversial scenario. Local government policy guidelines in Ghana give directives to the municipalities to ensure the participation of local citizens and the stakeholders in their development trajectories, including formulating and implementing any integrated development project to assure effective service delivery and accountable governance. Again, the guidelines stipulate that each municipality must encourage the involvement of communities and community organizations in matters related to local governance. This study argues that the available literature on the effectiveness of participatory communication approach turns to highlight the elusive nature of the concept, alongside the buzzwords such as 'inclusivity', 'empowerment, and social capital' as well as 'local community development'. How can participatory communication approach be effective in ensuring self-empowerment for local community development when it excludes the stakeholders who are the beneficiaries of the development project? This study deployed in-depth interviews using purposive sampling technique for data collection to examine the effectiveness of participatory communication approach and stakeholders' inclusivity in community development. Findings revealed that the participatory communication approach emphasizes on planning of communication activities as a support to a development project, nonetheless, it does not produce a common understanding and consensus among all stakeholders to ensure effective participation in development initiatives. It concludes that participatory communication approach gives an impressive façade in that although it is a bottom-up approach, it seems all the activities involved turn out to reflect a top-down approach due to its exclusivity hence its elusiveness. It suggests that local community authorities should embrace bottom-up approach such as active involvement and engagement of participants in the communication processes, adopt and adapt to productive community dialogues, recognize and value the importance of community members' participation as well as their contributions and perspectives.

Keywords: Greater Accra Region; participatory communication approach; local community development; inclusivity

DEDICATION

I dedicate this dissertation to God Almighty, dear parents.

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I would like to acknowledge the efforts of everyone that have played diverse roles to make this study a success.

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LIST OF ABBREVIATIONS

- GIJ: Ghana Institute of Journalism
- NPP: New Patriotic Party
- NDC: National Democratic Congress
- CPP: Conventions People Party

GUM: Ghana Union Movement

CHAPTER ONE

BACKGROUND TO THE STUDY

1.0 Introduction

There is no doubt that participatory communication plays a very significant role within the field of community development (Anani-Bossman & Blankson, 2023; Ahenkan et al., 2013). Hence it is widely recognized after the failure of the modernization and the dependency paradigm (Celeste & Cadiz, 2005). It is important to note that these paradigms consider community development as knowledge transmission to transform the lives of the community members and that the mass media are often the main medium through which messages are conveyed from the source to the periphery indicating a one-way communication model which is antithetical to the inclusive participatory approach. (Anani-Bossman & Blankson, 2023; Ahenkan et al., 2013). There have been calls for the need for changes of community development (Celeste & Cadiz, 2005; Molale, 2019). Accordingly, the new model which is rooted people-centeredness in community development promotes participatory communication has become the core concept in development interventions and it is on this philosophical ontology of development that this study is anchored.

A World Bank paper by Tufte & Mefalopulos (2009, p. 17) explained that “participatory communication is an approach based on dialogue, which allows the sharing of information, perceptions and opinions among the various stakeholders and thereby facilitates their empowerment, especially for those who are most vulnerable and marginalized.” Similarly, a UNICEF paper by Singhal (2001, p. 12) defined participatory communication as “a dynamic, interactional, and transformative process of dialog between people, groups, and institutions that enables people, both individuals and collectively, to realize their full potential and be engaged in their own welfare.”

To this end, participatory communication refers to a two-way symmetrical communication based on dialogue between people, groups, and organizations, which empowers various stakeholders to equitably share and exchange information, knowledge, and experience. It is worthy to note that participatory communication is not only flexible in its utilization, as Van de Fliert (2010) pointed out but also a specific pattern which can be applied and created to harmonize with context. Hence, Tufte & Mefalopulos (2009) argued that many scholars have used participatory communication as the framework for their studies. This study therefore surveyed the ways to use participatory communication effectively by focusing on its benefits to the community.

Therefore, this study argues that the effectiveness of participatory communication approach depends on stakeholders' inclusivity in the process of initiating and implementing development projects in the communities. However, the application of participatory communication for ensuring stakeholder inclusivity in the case of the Adantan municipal Adantan municipal community in the Greater Accra Region in Ghana presents a controversial scenario. Local government policy guidelines in Ghana give directives to the municipalities to ensure the participation of local stakeholders in development initiatives that affect them, however, the community members of the Adantan municipal Adantan municipal have been excluding from the formulation and the implementation of any integrated development project which will guarantee the community members the insurance and assurance of effective service delivery. Again, the guidelines stipulate that each municipality must encourage the involvement of communities and community organizations in matters related to local governance. As it stands now, the literature on the effectiveness of participatory communication approach turns to focus mostly on the elusive nature of the concept, alongside the 'buzzword' such as 'inclusivity', 'empowerment', 'and social capital' as well as 'local community development when one takes a cursory look at the ongoing development project at the Adantan municipal Adantan municipal community. Despite the local government policy guidelines in Ghana given directives to the

municipalities to ensure stakeholders participation in their own development projects, the community members of the Adantan municipal Adantan municipal were denied the opportunity to take part in the implementation of the project for hence the community members have not only complained about the ineffectiveness of the service delivery but challenge the accountability and transparency of the governing process of the municipality This resulted in persistent agitations not only against the operation of the municipality but also, brought the Assembly's name into disrepute.

1.1 Statement of Problem

Many scholarly studies point to the fact it is now increasingly recognized that people's active participation is an essential component of sustainable development (Anani-Bossman & Abeku Blankson, 2023; Ahenkan et al., 2013). Any intervention with the intent of achieving sustainable improvement in the living conditions of people is doomed to fail unless the intended beneficiaries are actively involved in the process (Celeste & Cadiz, 2005; Molale , 2019). Unless people participate in all phases of an intervention, from problem identification to research and implementation of solutions, the likelihood that sustainable change will occur is slim.

Development communication is at the very heart of this challenge: it is the process by which people become leading actors in their own development. Communication enables people to go from being recipients of external development interventions to generators of their own development; (Sonderling, 1997; van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013; Melkote, 1991).

This paper situates the concept of participatory communication for stakeholders' inclusivity and community development. This study argues that the literature on the effectiveness of participatory communication approach often limits the discussion to project formation, implementation and funding ignoring the need to address project participation- the

inclusiveness of the project beneficiaries to empower the community members. (Sonderling, 1997; van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013; Melkote, 1991)'. As a result of the limited discussions on the imperative of the inclusiveness of the project beneficiaries, the community members at Adentan municipal turn to feel that they are still excluded from the direct involvement in community development project, a situation which may not only expose the municipality's application of participatory communication and stakeholder's inclusivity as ineffective but also, may bring the Assembly's governance process into disrepute. Accordingly, this study posits that there is inadequate empirical study on the participatory communication and stakeholders' inclusivity in the local community development and that this study addresses this lacuna in the literature.

1.2. Research Objectives

This study has two-fold objectives namely, broad and specific. Broadly speaking, it explores the effectiveness of participatory communication and Stakeholder inclusivity in community development in the Greater Accra Region using Adentan municipal Adentan municipal Community as a case study. However, specifically it seeks to:

1. Examine if the community members of Adentan are aware of the participatory communication approach and stakeholders' inclusivity in ensuring community development in the Adentan Community
2. Examine whether the development agents of Adentan municipal apply the participatory communication approach and Stakeholders' inclusivity to ensure the development of the Obetsebi Interchange project in Accra.
3. Examine how participatory communication approach could be applied to ensure self-empowerment and development for the stakeholders or community members of Adentan municipal Adentan municipal while still excluding the stakeholders who are the beneficiaries of the development of the Obetsebi Interchange project.

1.3. Research Questions

1. Are the stakeholders of Adantan municipal Adantan municipal aware of the participatory communication approach and stakeholders' inclusivity in ensuring community development of the Obetsebi Interchange in Accra?
2. Do the community members of Adantan municipal Adantan municipal effectively apply the participatory communication approach and stakeholders' inclusivity to ensure development of the Obetsebi Interchange in Accra?
3. How can participatory communication approach be applied to ensure self-empowerment and sustainable development for the community members of the Adantan municipal Adantan municipal who are the beneficiaries of the development of the Obetsebi Interchange project?

1.4. Scope of the Study

This study focuses on exploring the effectiveness of participatory communication and stakeholder inclusivity in community development using the Adantan municipal Adantan municipal Community in Accra in Ghana as a case study. It examines how participatory communication approach can be applied to ensure self-empowerment and development for the stakeholders or community members of Adantan municipal Adantan municipal who are the beneficiaries of the development project. Secures the awareness of the stakeholders or community members of Adantan municipal Adantan municipal about the participatory communication approach and Stakeholders' inclusivity in ensuring community development in the Greater Accra Region and also focuses on the stakeholders or community members of Adantan municipal Adantan municipal effective application of the participatory communication approach and Stakeholders' inclusivity to ensure community development in the Greater Accra Region.

1.5. Significance of the Study

Efforts to harness a participatory communication approach for planned development purposes have been going on for many decades. The terminologies and methodologies used to describe this area of work are many and varied: development communication, development support communication, project support communication, information-education-communication (IEC), extension education, social communication, and so on. However, most of these early approaches to development communication were based on a transmission model of communication, where information was seen to pass from senders to receivers. As one development communication practitioner put it, “Development communication has largely remained a strategy of unidirectional marketing and monologue” (Servaes, 2022: 24).

During the last ten years, there has been a gradual shift from this hierarchical, top-down view of communication to a deeper understanding of communication as a two-way process that is inclusive, interactive and participatory (Wilkins & Mody, 2006). This change in perception about the nature of the communication process, coupled with the dramatic spread of democracy in recent times, are working in favour of more participatory decision-making at the local level and of communication as a part of the process (Servaes & Malikhao, 2022);. Similarly, some development communication practitioners have promoted the concept of community participation as an educational process in which communities, with the assistance of animators or facilitators, identify their problems and needs, and become agents of their own development (Srinivas & Steeves, 2001).

Accordingly, the focus on participatory communication for inclusivity, development concepts and community animation processes have provided strong impetus to the evolution of participatory approaches to development communication. There is now an increasing recognition among development practitioners and planners that participatory communication approach is the “most promising approach for decreasing dependency, building self-confidence and self-reliance of the people” (Servaes & Servaes, 2021).

Despite the success of a number of participatory communication projects in developing countries, much remains to be done by way of research on complex issues relative to operationalizing participatory communication concepts. It is also important to explore further the conceptual links between participatory development communication, grassroots nonformal basic education, popular education, and adult learning. The interrelated issues such as measuring the effectiveness of participatory communication and stakeholder inclusivity in community development cannot, of course, be explored adequately in a vacuum or discussed purely in the abstract, given the operational reality that participatory development communication is a process that unfolds in each unique situation and cultural context.

This does not in any sense minimize the usefulness and importance of intellectual and experiential cross-fertilization among development communication practitioners from different countries and regions. It was for this *raison d'être* that advancing the research programme in participatory development communication has become imperative.

1.6. Structure of the Study

There are five chapters in this study. The first chapter covers the general overview and background to the study, introduction, statement of problem, research questions, research objectives, scope of the study, significance of the study, and structure of the study. Chapter two consists of an introduction, theoretical foundation, review of related and relevant literature, basic assumptions, conceptual framework, operational definition of concepts, research importance, and conclusion. Methodology, methods, research design, population, sampling techniques, sample frame and size, data collecting tools, data sources, data analysis procedures, and limits and de-limitations are all covered in Chapter Three. Chapter 4 analyzes and discusses major findings, while Chapter 5 summarizes the key findings, draws conclusions, and offers some recommendations

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FOUNDATION

2.0. Introduction

This chapter reviewed the literature relative to participatory communication approach and stakeholders' inclusivity for community development. Indeed, literature about the discourse on the relationship between participatory communication approach and stakeholders' inclusivity for community development is not only abound (Serveas & Servaes , 2021) but also, the focus on participatory communication for inclusivity and development concepts and community animation processes have provided strong impetus to the evolution of participatory approach

to development communication. Accordingly, there is now increasing recognition among development practitioners and planners that participatory communication approach is the “most promising approach for decreasing dependency, building self-confidence and self-reliance of the people” (Serveas & Servaes , 2021). This study elucidates the comprehensibility of the participatory communication approach and stakeholder engagements, as well as the effectiveness of participatory communication approach and stakeholders’ inclusivity in community development in the Greater Accra Region using Adentan Municipal Community as a case study. The theoretical foundation or underpinnings, the guiding assumption, the conceptual framework and the relevance of this study are discussed in this chapter and drawing conclusions reflecting the knowledge gaps within the conversation of the effectiveness of Participatory Communication Approach and Stakeholders’ inclusivity in community development.

2.1. Theoretical Foundation

As already indicated, literature on participatory communication and stakeholder engagement abounds in the same vein, theories that explain participatory communication and community development also are on the rise. Thus, efforts to harness participatory communication approach for planned development purposes have been going on for many decades. The terminologies and methodologies used to describe this area of work are many and varied: development communication, development support communication, project support communication, information-education-communication (IEC), extension education, social communication, and so on. And so forth However, most of these early approaches to development communication were based on a transmission model of communication, where information was seen to pass from senders to receivers. As one development communication

practitioner put it, “Development communication has largely remained a strategy of unidirectional marketing and monologue” (Jan Servaes ,2022: 24).

2.1.1. Underpinning Participatory Theories

This study deployed three levels of participatory theories namely, Participatory Communication Theory (PCT), Participatory Top-Down Theory (PTDT) and Participatory Bottom Up Theory (PBUT).

2.1.2 Participatory Communication Theory (PCT)

During the last ten years, there has been a gradual shift from this hierarchical, top-down view of communication to a deeper understanding of communication as a two-way process that is inclusive, interactive, and participatory (Wilkins & Mody, 2006). This change in perception about the nature of the communication process, coupled with the dramatic spread of democracy in recent times, are working in favour of more participatory decision-making at the local level and of communication as a part of the process (Serveas & Malikhao, 2022). Simultaneously, some development communication practitioners have promoted the concept of community participation as an educational process in which communities, with the assistance of animators or facilitators, identify their problems and needs, and become agents of their own development (Srinivas & Steeves , 2001).

The top-down approach to participatory communication is when organization-wide decisions are made solely by leadership at the top, while the bottom-up approach gives all community members a voice in these types of decisions (van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell , 2013).

. Below, we cover the details, pros, and cons of top-down vs. bottom-up participatory communication. In the top-down approach to participatory communication, project leaders make decisions, which then filter down through a hierarchical structure. Leaders gather knowledge, analyze it, and draw actionable conclusions. They then develop processes that

are communicated to and implemented by the rest of the community members. You may hear this style of participatory communication referred to as “command and control” or autocratic leadership (Rossman, 2003; Melkote, 2018; Harwell, 2013).

The top-down approach is probably what you think of when you think of the participatory communication process. Traditional industries like retail, healthcare, or manufacturing typically apply the top-down model when approaching a project from the top down, higher-level decision-makers start with a big picture goal and work backward to determine what actions different groups and individuals will need to take in order to reach that goal.

The entire project planning process takes place at the leadership level. Then, once an action plan has been created, decision-makers communicate it to the rest of the community members to be implemented (usually without much room for adjustment).

The top-down approach can be effective because it remains the same from project to project, allowing teams to establish a well-practiced process that grows more efficient over time. Since the nature of the top-down style is so steady and reliable, many organizations (think: IBM, The New York Times, and other legacy organizations) choose to operate their entire companies according to this approach (van de Fliert, 2010; Melkote, 2018; Harwell, 2013).

Today, very few organizations apply a purely top-down approach to management. Most teams apply a hybrid approach that falls somewhere along a spectrum of combinations between top-down and bottom-up management styles. The top-down approach is more rigid and structured, so teams with multiple sub-teams, many different project parts, or any other factor that makes processes difficult to keep organized will benefit from incorporating elements of a top-down methodology. Smaller teams or teams with a narrower project focus will have the freedom to lean more heavily on the bottom-up style. There are benefits to a top-down management style, especially for larger teams that consist

of multiple smaller teams or groups that function together in a broader organizational hierarchy (van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013).

. The top-down approach results in clear, well-organized processes that leave little room for confusion. Because all decisions are made in one place and all communication flows in one direction, mix-ups and misunderstandings happen less frequently than with other management styles. When problems or inefficiencies do occur, the top-down management approach makes it easy to track them to their source (van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell 2013).

With clearly defined teams that each have their own separate responsibilities, it's easier to locate, diagnose, and solve problems quickly and efficiently. Since the decision-making process takes place at just one level of management, they can be finalized, distributed, and implemented much more quickly than decisions that require input from multiple leaders or project stakeholders (van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013).

Though top-down methodology has some advantages, there are also drawbacks to consider in how this approach might impact individual team members and overall community members' morale. Ultimately, top-down participatory communication does not work for everyone. It can limit creativity and slow down problem-solving, so it may not be the best choice for teams that require greater flexibility and responsiveness. With all communication flowing from leaders to team members with little room for dialogue, the top-down approach allows fewer opportunities for creative collaboration. Less interdepartmental collaboration may also eliminate fresh perspectives and stifle innovation (van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013).

One challenge with the top-down participatory communication approach is that it requires proactive work to keep non-leadership team members feeling engaged, connected, and respected. When all decisions are made at the top, the rest of the team might feel that their feedback and opinions are not valued. While a bottom-up approach allows decisions to be

made by the same people who are working directly on a project, the top-down style of management creates distance between that team and decision-makers. This can lead to poorly informed decisions if leadership doesn't ask for input or feedback from their project team (Rossman, 2003; Melkote, 2018; Harwell, 2013).

When approaching project objectives from the bottom up, a team will collaborate across all levels to determine what steps need to be taken to achieve overall goals. The bottom-up approach is newer and more flexible than the more formal top-down strategy, which is why it is more commonly found in industries where disruption and innovation are a priority.

Examples of bottom-up management include:

- **Hybrid OKRs:** broader objectives are set at the company level, but KRs (key results) are set by teams and individuals.
- **Scrum team:** the daily standup meeting brings the entire team together to coordinate collaboratively.
- **Democratic leadership:** leaders work with team members to determine what decisions should be made at each level, allowing for better collaboration while also maintaining structure.

The bottom-up style of participatory communication solves many of the problems that come with the top-down approach. This approach has advantages that make it a great fit for creative teams and industries where collaboration is key, like software development, product design, and management. (van de Fliert, 2010; Melkote, 2018; Harwell, 2013).

In collaborative settings, those who work directly on projects and oversee project leaders can speak to the decisions that will impact their future work. Upper leaders work directly with team members to chart a course of action, which prevents potential process blind spots that might otherwise appear when decisions are made without team input.

Better team morale: The bottom-up approach encourages greater buy-in from team members because everyone is given the opportunity to influence decisions regardless of seniority. It also facilitates better relationships between colleagues by offering members of all seniority levels an equal opportunity to influence project outcomes. In doing so, this approach increases the likelihood that all members will be invested in the team's success.

More room for creativity: In top-down processes, there are fewer opportunities for teams to give input or suggestions. Collaborative approaches like the bottom-up approach, on the other hand, create opportunities for feedback, brainstorming, and constructive criticism that often led to better systems and outcomes: Of course, there is a reason that the bottom-up approach has not been more widely adopted: it comes with a number of challenges that make it incompatible with certain types of teams, projects, and industries.

Reduced momentum: A purely bottom-up approach to solving a problem might result in “too many cooks in the kitchen.” When everyone in a group is invited to collaborate, it can be harder to arrive at a decision and, as a result, processes can slow down.

To avoid this: Consider assigning one to two group leaders who take into consideration all of the input and then make decision based on feedback.

Shift in team dynamics

Although it is important to give team members the opportunity to provide feedback, not everyone may be comfortable doing so—especially with leadership in the room. Keep in mind that everyone has different comfort levels and pushing too hard for feedback might stifle honesty or creativity.

To avoid this: Offer different environments for team members to contribute, like in small group breakout rooms, 1:1 meeting, or quarterly anonymous feedback surveys. Encourage more senior team members to find ways to break the ice with new contributors so everyone feels comfortable participating.

Lack of high-level insight

In many ways, it makes sense for project decisions to be made at the project level. However, projects are still impacted by higher-level factors like company goals, budgeting, forecasting, and metrics that aren't always available at the team level. Processes designed from the bottom-up can suffer from blind spots that result from a lack of access to insights from upper leadership.

To avoid this, it is important to create a communication flow that provides team leads with summaries of information from the company level that may be relevant to project-level decisions. As a team lead, you can pass along information to your team as you see fit to ensure team decisions are aligned with company-wide positions and goals (Sonderling, 1997; van de Fliert, 2010).

2.2. Basic Assumption

This study argues that the available literature on the participatory communication approach turns to highlight the elusive nature of the concept, alongside the 'buzzword' such as 'inclusivity', 'empowerment', 'and social capital 'as well as 'local community development. There is therefore inadequate explanation to this intrigued and controversial nature or scenario at Adantan Municipality Community. Despite local government policy guidelines in Ghana giving directives to the municipalities to ensure the participation of local citizens, or the stakeholders in their development trajectories, including formulating and implementing any integrated development project for insurance and assurance of effective service delivery and accountable governance, the community members are still excluded from the direct involvement in community development projects.

2.3 Review of related and relevant literature

Scholarly studies including; Anani-Bossman & Blankson, (2023); Ahenkan et al., (2013) alluded to the fact that it is now increasingly recognized that people's active participation is an essential component of sustainable development Any intervention with the intent of achieving

a real and sustainable improvement in the living conditions of people is doomed to failure unless the intended beneficiaries are actively involved in the process (Celeste & Cadiz, 2005; Molale , 2019). Unless people participate in all phases of an intervention, from problem identification to research and implementation of solutions, the likelihood that sustainable change will occur is slim. Development communication is at the very heart of this challenge: it is the process by which people become leading actors in their own development. Communication enables people to go from being recipients of external development interventions to generators of their own development (Sonderling, 1997; van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013; Melkote, 1991).

Hence this paper situated the concept of participatory communication for stakeholders' inclusivity and community development within the context of bottom-Up theoretical consideration. besides, this study posits that the available literature on the effectiveness of participatory communication approach turns to highlight the elusive nature of the concept, alongside the 'buzzword' such as 'inclusivity', 'empowerment', 'and social capital 'as well as 'local community development; which corroborate the work of scholars such as Melkote, (1991); Sonderling, 997); Rossman (2003); van de Fliert (2010); Harwell, (2013); and Melkote, (2018). The need therefore to explain this controversial nature or scenario at Adantan Municipality Community is central to this study's investigation. Ironically, despite the fact that Ghana's local government policy guidelines has given directives to the municipalities to ensure the participation of community members or the stakeholders in their development trajectories, including formulating and implementing any integrated development project for insurance and assurance of effective service delivery and accountable governance, the community members are still excluded from the direct involvement in community development project, a situation which has brought the municipality's application of participatory communication governance approach and stakeholder's inclusivity into disrepute.

As Steeves (2013), Mohan & Dazzelyn (2019) have observed, participatory communication approach and stakeholders' inclusivity for community development has become a buzzword in the field of communication and development for decades, they rather focused on the involvement of communities at various stages of project development, and this is inconsistent with the central argument of this study. For instance, while the local government statutes in Ghana require the active participation of community members in any project, especially projects that affect their well-being, the present study explores the extent to which participatory communication occurs in relation to the Access Project, a project funded by the US Government under the Millennium Challenge Corporation (MCC) and implemented in Ghana by the Millennium Development Authority (MiDA) and revealed that project implementation was largely top-down meaning very little if no involvement at of the grassroots or community members who in effect are the beneficiaries.

To elucidate our in-depth understanding of the participatory communication approach and stakeholders' inclusivity for community development, there is the need for the qualitative study to combine interviews and focused group discussions as prescribed by Servaes (2018) to be able to show the success of the projects because the beneficiaries of the project actively participated at all stages of the project. Usually, participants are empowered in the decision-making process as communication occurs through a bottom-up approach. This study has really confirmed the need for a wider exploration of the extent of community participation in various projects funded by international bodies or governments. This rationale for situating the concept of participatory communication for stakeholders' inclusivity and community development in the four levels of participation namely, diagnosing , designing , implementing and evaluating , all of which are at core of Popular Participatory theory.

As already indicated in chapter one, the point of departure of this study is that the available literature on the effectiveness of participatory communication approach turns to highlight the elusive nature of the concept, alongside the 'buzzword' such as 'inclusivity', 'empowerment',

‘and social capital ’as well as ‘local community development which corroborate the findings of Sonderling (1997); van de Fliert (2010); Rossman (2003); Melkote (2018); Harwell (2013) and Melkote (1991), which showed that despite local government policy guidelines providing directives to the municipalities to ensure the participation of local citizens, or the stakeholders in their development trajectories, including diagnosing, formulating implementing and evaluating any integrated development project for insurance and assurance of effective service delivery and accountable governance, the community members have suffered exclusion from the direct involvement in community development projects. This is another inconsistency with the theory of popular participation and principles of participatory communication for ensuring inclusivity and community development.

2.4 Conceptual Framework

The concept of “Participatory Development Communication” is a process in which community members are brought in to contribute and share ideas about how to bring about development to their communities a methodological tool to achieve the social change that implies working toward awareness and communication through horizontal logic focused on collective processes and dynamics. Participatory communication emphasizes the importance of involving individuals in the communication process, allowing them to have a voice and contribute to decision-making. It is a strategic process that aims to bridge information gaps and promote access to relevant and timely information for immediate action. This program aims to support people's participation in their development by enabling groups and communities to diagnose the problems they face, make well-informed decisions, mobilize for action, and assume responsibility for their own development. These are information sharing, consultation, collaboration and empowerment. In this categorization, 'information sharing and consultation are considered low-level forms of participation, while other two are considered high-level forms A literature review identified four main principles of the participatory approach dialogue,

participation cultural identity and empowerment and illustrated how they are traditionally conceptualized.

The concept of “inclusivity” is a habit or policy of including all types of people. Community members’ inclusivity means new members are welcome, no matter their religion, race, language, physical ability, or gender. The inclusivity in infrastructure development depends on making everyone feel a sense of self-belonging and own and benefits from the projects.

The concept of “Infrastructural development”, or economic development, is the process of improving certain infrastructural components vital to a country's or community's growth. It is the development of foundational products and services to increase the quality of life and stimulate long-term economic growth.

2.5. Relevance of the Study

Participatory communication for inclusivity is not only imperative but also inevitable for many reasons. It makes development more feasible, owned by beneficiaries and broadens the scope of project participation and initiatives. The implementation of development programs often falls short of achieving its targets and sustainability due to the clash between top-down and bottom-up approaches in participation processes at the community level and the prevailing elitist patrimonial and structuralist culture (Bin Abubakar, 2021; Huriyah, 2019; Novianto & Wulansari, 2023). This clash results in a lack of participatory involvement from the community, which is relegated to the position of an object of development rather than an engaged civil society stakeholder (Dziubaniuk et al., (2021); and Hansson & Ekenberg (2016).

This research conducted highlights that development programs, which should be a shared responsibility among all stakeholders, do not adequately address the community's problems, needs, and potential. Community development is predominantly designed, planned, and executed by a technocratic, top-down government, that holds authority in policy regulation and budgeting (Handoko, Sulaiman, & Akbar, 2014). Consequently, participatory development

processes lack broad inclusivity, with minimal engagement from civil society stakeholders, small and medium enterprises, farmer groups, and women's organizations (Windiasih et al., 2023). Furthermore, the planned and implemented development fails to fully align with the community's actual problems, needs, and potentialities. This mechanism for planning and implementing programs is referred to as the participatory development communication inclusivism.

Some participatory development communication operates in a top-down manner, wherein the government designs and executes the development programs. In contrast, bottom-up communication involves downstream aspirations or suggestions from participatory civil society groups. Communication studies in development remain an intriguing focus, particularly regarding the involvement of stakeholders engaged in the development process.

The significance and strategic position of participatory development communication lie in its role within the process of planned economic and social changes, crucial in determining social welfare through democratization and regional, subdistrict, regency, and province up to the national level. Serving as a tool for community development, acts as a platform for actors involved in both national and regional development. Participatory communication inclusivity is organized in a systematic, directed, integrated, thorough, and responsive manner to support coordination among development actors, ensuring their involvement and consistency throughout the planning, budgeting, implementation, and monitoring stages of development aimed at optimizing community participation.

Participatory communication's inclusivity is carried out progressively at the community level. This progression helps determine forthcoming development programs. The outcome of participatory communication inclusivity requires an annual development plan spanning from the community to national levels, implemented by involved stakeholders based on government-established development plans.

Another relevance of the study is to provide policy directions for community development. It is to serve as the relevant scholarly materials for academic applications and also to add to the existing literature on the discourse on participatory communication which is very crucial for community development.

2.6. Conclusion

Participatory communication entails a democratic development communication form characterized by bottom-up approaches, inclusivity, dialogue, and egalitarianism, resulting in agreements and mutual understanding based on the resources, needs, and interests of all parties.

Previous research has focused on the implementation of participatory communication inclusivity as a tool to improve development communication among stakeholders, but few have explored this issue in the context of democratization in rural economies. Success in participatory communication inclusivity is often determined by the capacity and competence of human resources in the government sector, public service, administration, and socioeconomic empowerment. This study examines the use of participatory communication inclusivity as a participatory communication tool in Adentan municipality community. This study employs a qualitative case study. The research findings show that participatory communication deliberation fosters democratic decision-making, allowing stakeholders to express their aspirations and make decisions based on community needs and issues. Participatory communication deliberation creates a non-discriminatory culture and promotes decision-making based on mutual agreement. This study provides valuable insights into communication studies, highlighting the strategic characteristics required in the development planning process, particularly in the context of democratization in rural economies.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This chapter presents the ontological and epistemological assumptions and methodological choices. As a structured dissertation, the practical methods provided a general description of the research design process and methods used are presented below.

This study drew participants from Adantan Municipality communities to respond to the challenges hindering the application of participatory communication approach to ensure stakeholders' inclusivity in community development projects. The design includes survey questionnaires with qualitative open-ended questions to allow for an in-depth analysis. The design ensures a strict adherence to the ethics of research and anonymity. The analysis provides the demographic characteristics of the respondents for validity and reliability of sources.

.3.1 Philosophical foundation

Methodology is “the intricate set of ontological and epistemological commitments that a researcher brings to his or her work” (Prasad 1997, p. 103). I set out this research process with a constructivist view and the knowledge that we all view the world based on prior experiences and underlying assumptions and affect it according to those views. In the words of Klotz & Lynch (2007, p.3), “individuals and groups are not only shaped by their world but can also change it”. With reality being considered “subjective, pluralistic, and elastic” (Bisman & Highfield 2012, p. 5), our experiences and assumptions consequently guide us in how we view the world. Thus, it affects the choices we make, including research purpose, questions, and theoretical approaches (Klotz & Lynch, 2007).

As all researchers bring their experiences and underlying assumptions into the field, complete neutrality and objectivity is not possible (Charmaz, 2006). From a constructivist perspective, research can help us provide meaning and insights and make sense of the world (Bisman & Highfield, 2012). With such a foundation, qualitative research affords the researcher the opportunity to closely examine an organization or issue, and to explore the understanding and interpretation of the perceived reality of the respondents.

Being close to what is being studied, taking a holistic view of certain contexts or structures, and pursuing an understanding of the individuals' interpretations of the world (Holme & Solvang, 1997) enables a thorough understanding of the topic at hand. As internal brand management in the public sector is currently under-investigated, a predominantly qualitative, in-depth study was deemed suitable. However, throughout the dissertation process, pragmatist thinking has increasingly influenced my philosophical foundation.

Pragmatists “tend to view the social world in terms of processes that connect all sorts of entities in relational and recursive ways” (Farjoun et al., 2015, p. 1789). While quite process-oriented, it acknowledges that processes and structures are inherently interconnected (Farjoun et al., 2015). In essence, pragmatism is a problem-solving philosophy with certain fundamental principles: “a rich and behaviorally plausible model of human nature, an emphasis on the interplay of action and meaning, a strong distrust of dualisms (“means versus ends”), and an appreciation of recursive influences; it highlights process, time, events, and relations without neglecting structures and entities” (Farjoun et al., 2015, p. 1788) Pragmatism focuses on understanding a certain issue, question, or phenomenon using the best research method for the purpose (Farjoun et al., 2015).

Thus, the method chosen is less a result of underlying philosophical foundations and more a question of whether the method allows the researcher to answer the research question at hand. As such, throughout the research process it was found that a multi-method approach would be

useful. It was chosen for two reasons: the nature of the topic studied and because it provides a comprehensive understanding of the topic.

The understanding of these interrelated factors is facilitated by collecting distinct types of data to study different aspects of the issue. By combining qualitative and quantitative research, it is possible to surpass the findings of one single method, and thus forge the findings into an overall account (Bryman, 2007) and highlight similarities and differences between various issues related to a certain phenomenon (Bernardi et al., 2007).

Commencing with a literature review, the empirical research that followed consisted of a qualitative case study based on interviews, observations, and influential role of PRMs related documents. Finally, a quantitative study was conducted through a survey. Each part of the research process captured different aspects of influential role of PRMs for party's success in elections. The methods thus complemented each other and provide a deeper understanding of the processes and structures that affect the topic at hand.

.3.1 Methods

This study deployed the quantitative method with purposive and convenient sampling techniques to explore the correlation between participatory communication and stakeholders' inclusivity in community development using Adentan municipality community as a case study. As already indicated, this study deployed a quantitative research approach with open-ended questions for an in-depth analysis with purposive and convenient sampling techniques to gather data from selected community members from Adantan Municipal community as macrocosm of the informants selected from the communities in Accra in the Greater Accra Region.

Despite the generally held view that participatory communication approach turns to highlight the elusive nature of the concept, alongside the 'buzzword' such as 'inclusivity', 'empowerment', 'and social capital' as well as 'local community development, unfortunately, there is sometimes a mismatch. This study hypothesizes that despite the generally held view

that the available literature on the participatory communication approach turns to highlight the elusive nature of the concept, alongside the ‘buzzword’ such as ‘inclusivity’, ‘empowerment’, ‘and social capital’ as well as ‘local community development. There is inadequate explanation to this intrigued and controversial nature at Adantan Municipality Community, despite local government policy guidelines in Ghana given directives to the municipalities to ensure the participation of local projects that benefits the citizens, or the stakeholders in their development trajectories, including formulating and implementing any integrated development project for insurance and assurance of effective service delivery and accountable governance, the community members are still excluded from the direct involvement in community development projects.

3.2. Research Design

This study deployed an interpretive-exploratory research design. According to Saunders, Lewis & Thornhill (2007), an interpretive-exploratory design involves planning, organizing, collecting and analysing of data so as to provide the information being sought for. It portrays an accurate profile of persons, events or situations and allows the collection of data from a sizeable population in a highly economical way. According to Orodho (2003), an interpretive-exploratory research design is a method of collecting information by administering a questionnaire to a sample of individuals.

The design was relevant as the study collected data using a quantitative approach with open-ended (interview guide) data collection instruments. The goals and objectives of the interviews data collection were to establish the rapport of trust, field notes, open-ended questions, and more structured style (Huberman, 1994). The reason for choosing this research method was because it focuses on the collection of first-hand information which will give the researcher a vivid picture of the problem under study. With analysis to look deeper into problems, the

quantitative approach helps the researcher to discover new thoughts and individual views in a more discrete manner

3.2 Population and Sample Size

The population consisted of the members of the Adantan Municipal communities in Accra in the Greater Accra Region. One hundred (100) respondents were conveniently selected or sampled. Findings revealed a mismatched of the participatory communication approach instead, it highlights the elusive nature of the concept, alongside the ‘buzzword’ such as ‘inclusivity’, ‘empowerment’, ‘and social capital ’as well as ‘local community development. Despite local government policy guidelines given directives to the municipalities to ensure the participation of local citizens, or the stakeholders in their development trajectories, such that all integrated development project could insure and assure effective service delivery and accountable governance to the community members.

3.3 Sampling Techniques

The study adopted purposive and convenient sampling techniques to select respondents. This involves identification and selection of individuals that are proficient and well-informed with a phenomenon of interest. In addition to knowledge and experience, the importance of availability and willingness to participate, and the ability to communicate experiences and opinions in an articulate, expressive, and reflective manner (Etikan, I. et al. 2015).

3.4 Sources of Data

It used peer-reviewed studies as secondary data with quantitative approach for primary data and analyzed the participatory communication and stakeholders’ inclusivity in the community development projects. The study was exploratory-descriptive. Data used were both primary and secondary sources. Primary data comprised of interviews to elicit information from respondents. Secondary data also obtainable from peer reviewed journals, articles, and books consulted. The researcher reason for using interviews was the researcher’s quest to collect

detailed information about the study and to secure in-depth information to buttress the quantitative analysis for precision and factuality.

3.5. Data Collection Tool

As indicated above, this study adopted quantitative design, it was prudent on the part of the researcher to adopt survey questionnaire for respondent, who coordinates the process of the conversation and asks questions, and an enumerator, who responds to those questions. Survey questionnaires were administered; this is supported by the assertion made by Easwaramoorth & Zarinpoush (2006). The survey method was useful because the topic of inquiry related to issues that required complex questioning and considerable probing hence face-to-face survey was suitable for the target population because it ensured that communicate was better than otherwise would have been communicated through phone conversations as indicated by Easwaramoorth & Zarinpoush (2006) in their study.

Survey questionnaires can be designed differently depending on the needs being addressed and the information. They can be grouped into three types: structured questions with both open-ended and closed ended questions (Moorthy & Zarinpoush, 2006). For this study, the study adopted the structured survey. According to Moorthy & Zarinpoush, (2006), in a structured survey, the enumerator uses a set of predetermined questions, and the respondents answer in their own words. Some surveys use a topic guide that serves as a checklist to ensure that all respondents provide information on the same topics. The enumerator can probe areas based on the respondent's answers or ask supplementary questions for clarification. Semi-structured interviews are useful when there is a need to collect discrete information in a systematic manner from a number of respondents (Easwaramoorthy & Zarinpoush, 2006).

3.6 Data Analysis Techniques

Using the SPSS VERSION 21, this study analyzes the findings using thematic analysis process. This thematic analysis was used to analyse the data collected from the survey questionnaires. To Easwar Moorthy &Zarinpoush (2006), the researcher needs to further synthesize the current

themes and note that all the questions I, ii, iii, iv) were valid. In the fifth stage, themes and sub-themes were then identified and named. While themes and sub-themes that arose were aptly identified in previous phases (3 and 4), the current phase redefined them to be placed in the right perspective in the light of the objectives and research questions of the research. The findings of the empirical data were presented in narrative and analytic format thematically and compared to the literature examined, including the relevant works, as described in chapter two, which lead to conclusions.

3.7 Ethical Considerations

Ethics is a systematic approach of understanding, Analysing and distinguishing matters of right and wrong, good and bad, admirable and deplorable as they are to the well-being of and the relationship among sentient beings (Rich, 2010). This study considered three basic research ethical principles which included: informed consent, anonymity and confidentiality. According to Farrimond, (2017) the principle of ‘informed consent’ is a fundamental one in ethical research, stemming from the notion that individuals have personal autonomy and decision-making capacity to decide for themselves whether to participate in a given research project or not. All the participants of the study were duly informed about the purpose and objectives of the study.

The researcher sought the consent of the respondents before proceeding to gather data from them for the study. The purpose of offering participants anonymity (not using their real name) and confidentiality (not disclosing what they say to others) was to protect their privacy as the ethical principle of confidentiality posits (Farrimond, 2017). As the principle of anonymity basically calls on researchers to conceal the actual identities of participants or respondents in a study, the study did not go otherwise as posited by Farrimond, (2017). Confidentiality as an ethical principle in research was also duly applied in the study as the researcher ensured that all data gathered from the participants was appropriately used and for the purpose of the study

only. Information or data gathered from these participants was not disclosed to any third or interested parties.

3.8 Limitations and Delimitations

While this dissertation provides valuable insights into participatory communication and stakeholders' inclusivity in Adantan Municipal Community in Ghana where further research is needed. As such, there are no claims that the dissertation provides a greater understanding of the correlation between participatory communication and stakeholders inclusivity in community development. One future avenue of research is therefore, whether or not, similar results can be found in participatory communication and stakeholders inclusivity in community development.in Ghana. A final note is important that we gain further insights into participatory communication and stakeholders inclusivity in community development without consideration for the context then, it may have the potential of hindering the participatory communication and stakeholders' inclusivity in community development. Therefore, a more critical exploration of the relationship between participatory communication and stakeholders' inclusivity in community development.in Ghana is imperative.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS OF FINDINGS

4.0. Introduction

This chapter presents an analysis and interpretation of Key findings. The analysis and interpretation were done as per the objectives of the study. The analysis and discussions of key findings in this chapter therefore flow from the objectives which are in two-folds namely, broad, and specific. Broadly speaking, it sought to determine the correlation between participatory communication approach and stakeholders' inclusivity in community

development in the Greater Accra Region using Adentan Municipal Community as a case study. However, specifically, it explored the awareness of the stakeholders or community members of Adentan Municipal Community of the existing of any form of participatory communication approach for Stakeholders' inclusivity that ensure community development in the Greater Accra Region. That whether or not the stakeholders or community members of Adentan Municipal Community do apply participatory communication approach for stakeholders' inclusivity in the pursuit of community development in the Greater Accra Region. That how the members of Adantan Municipal community apply participatory communication approach to promote self-empowerment leading to community development for the stakeholders, while still excluding the beneficiaries of the development projects.

Here, it is imperative therefore to note, that this study focused on the relationship between participatory communication approach for stakeholders' inclusivity and the promotion of community development in the Adentan municipality in the Greater Accra Region. It delves into the dynamics and trajectories of how the application of participatory communication approach induces self-empowerment and development for the stakeholders or community members of Adantan Municipal Community while still excluding the stakeholders who are the beneficiaries of the development project. Secures the awareness of the community members of Adantan Municipal Community about the participatory communication approach and Stakeholders' inclusivity in ensuring community development. The researcher used survey questionnaire for information gathering and deployed thematic analysis. With this quantitative study, the analysis involved empirical information that had been observed and experimented by the respondents and summarised the key findings using statistical presentations and proceeded with the discussions.

4.1. Analysis of Key Findings

Findings revealed that the participatory communication approach emphasizes on planning of communication activities as a support to a development project, nonetheless, it does not

produce a common understanding and consensus among all stakeholders to ensure participatory communication for initiating community development.

4.1.1. Response Rate

From the sample of 100 respondents, 78 questionnaires were filled and returned given the response rate of 78% which according to Mugenda and Mugenda (2003) a response rate of 70% or above signifies excellent response hence the response rate for this study is excellent.

Table 1: Response Rate

Response	No.	Percentage
Questionnaire filled and returned	78	78.0
Not returned	22	22.0
Total	100	100.0

Field Study Survey Questionnaire 2024

4.2. Background Information

The study sought to first of all explore the demographic information including sex, age of the respondent, occupation, and level of education.

4.2.1. Sex of Respondents

The respondents were asked to indicate their sexes. Sex issues are very significant in the choice of occupation given that males and females are socially oriented differently predisposing them to differ greatly on sexes roles. The results are shown in the Table 2 below.

Table 2: Sex representation

Sex	No.	Percentage

Males	38.5	38.5
Females	61.5	61.5
Total	100	100.0

Source: Field Study Survey Questionnaires 2024

Table 2 above indicates that 38.5 % of the respondents were male while 61.5% were female, this means that majority of the respondents were female which also means that majority of members of the communities in the Adentan Municipality are dominated by female perhaps due to commercial activities. Given the communities are principally characterised by commercial activities, women are most likely to be more than men, given that men often leave their wives in search of white colour jobs in the city centres. Ironically, the key informants were mainly males given that men dominate the leadership and discussions about the community development which are usually highly political in nature.

Table 3: Age of Respondents

Age	No.	Percentage
Up to 30 years	7.7	7.7
31 to 40 years	23.1	23.1
41 to 50 years	52.6	52.6
51 years and above	16.6	16.6
Total	100	100.0

Sources: Field Study Survey Questionnaires 2024

Table 3 above shows that 52.6% of the respondents were aged between 41 years and 50 years. 23.1% of the respondents were aged between 31 years and 40 years. 16.6% of the respondents were aged between 50 years and above while 7.7% of the respondents were aged up to 30 years. The majority of the community members are aged above 40 years given that at that age most community members traveled to seek white colour jobs in the cities and urban areas. Most of the respondents were aged 41 and above. Perhaps this constitutes a group of people with great experience who may have tried to work elsewhere and had gained exposure and working experience who are interested in participating in community development issues in the communities in Adentan Municipality, Accra in the Greaser Accra Region.

4.2.2 Respondents' Occupations

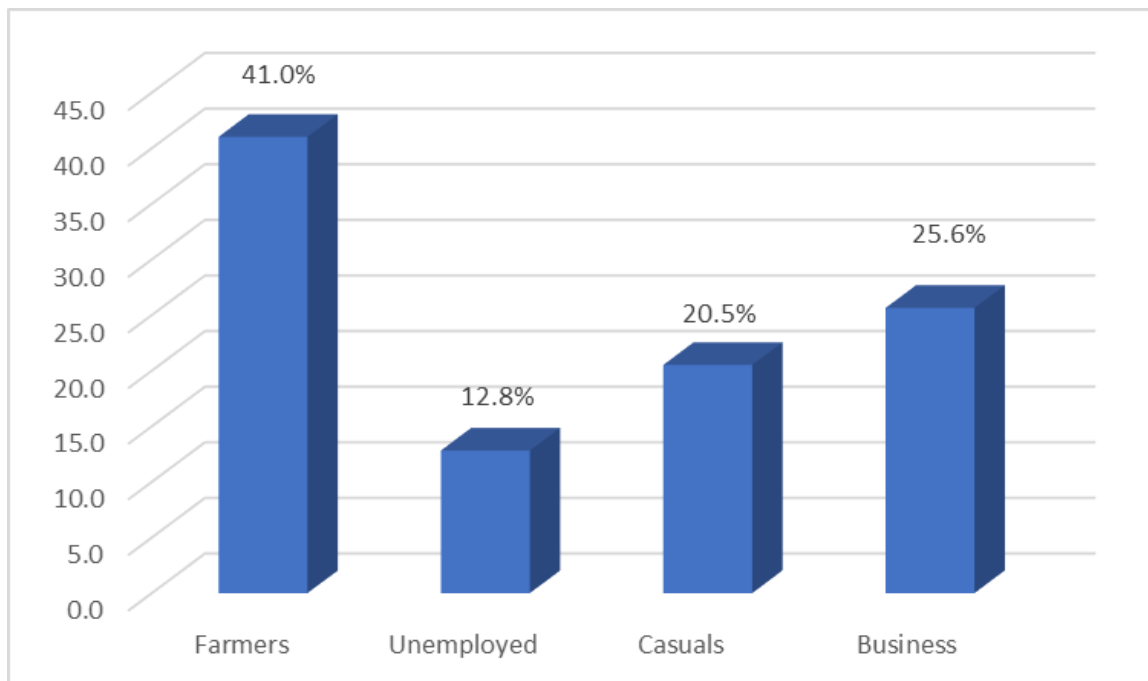


Figure 1: Respondents' Occupations

Source: Field Study Survey Questionnaire 2024

Figure 1 above indicates that 41% of the respondents were farmers. 25.6% were in business, 20.5% were casual laborers while 12.8% were unemployed. This showed that the majority of the community members are farmers which is mainly the occupational activity in most new communities in the cities and for which Adentan Municipality is no exception.

4.2.3. Level of Education

In addition, the respondents were asked to indicate their highest level of education. The results were as shown by figure 4.2.2.

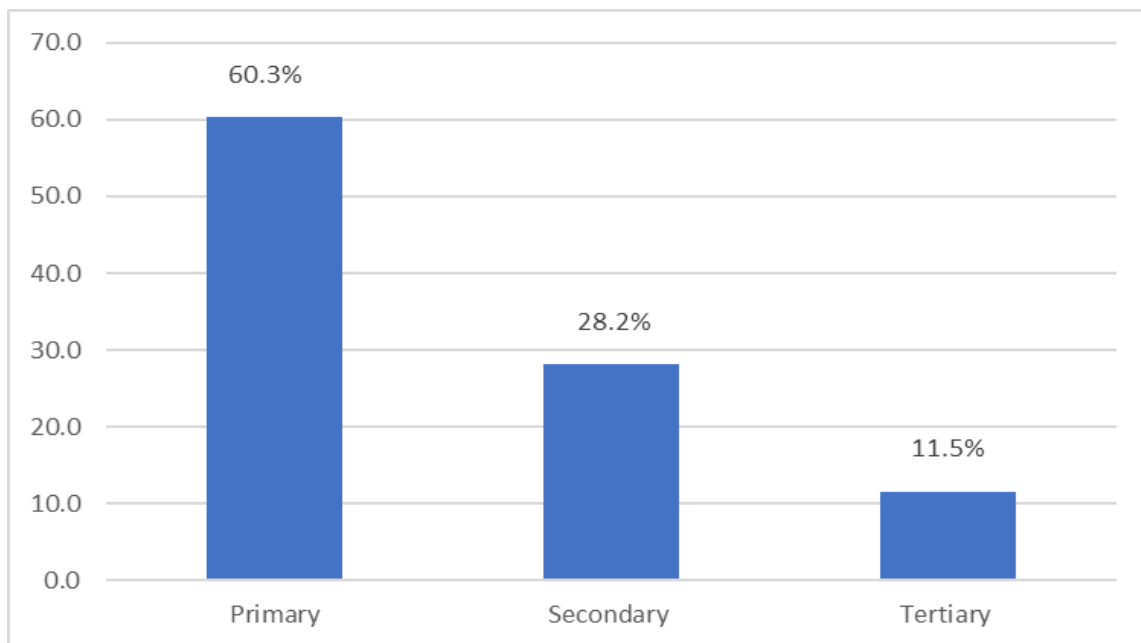


Figure 2: Level of Education

Source: Field study questionnaires 2024

Figure 4.2.2 above shows that 60.3% of the respondents had attained tertiary level and beyond, 28.2% had attained secondary education and 11.5% of the respondents had reached primary education. This depicts that majority of the community members in the communities in Adentan Municipality had gone beyond tertiary level. Findings from the responses showed that the majority of the respondents had at least primary education. This is because the educated can take up leadership positions in the community given the high patronage in free education in Ghana and in particular, the communities in Adentan Municipality.

4.3 Discussions of Results

In the previous chapters, chapters 1, 2 and 3, this study attempted a diagnosis of the research problem by reviewing the literature relative to the topic under review, provided clear objectives and appealing research questions to aid the direction of data collection. Here, the discussions reflect the prognosis of the correlation between participatory communication and stakeholders' inclusivity in the community development using Adentan Municipality communities as a case study. As already indicated in the introduction, here, this study discusses the results in the light of the objectives of this study. To reiterate, it sought to achieve two-fold objectives, namely, broad, and specific. Broadly speaking, it sought to determine the correlation between participatory communication approach and stakeholders' inclusivity in community development in the Greater Accra Region using Adentan Municipal Community as a case study. However, specifically it sought to: explore the awareness of the stakeholders of Adentan Municipal Community about the existing of participatory communication approach for Stakeholders' inclusivity for community development in the Adentan Municipality communities. And that whether or not the stakeholders of Adentan Municipal Community do apply participatory communication approach for stakeholders' inclusivity in the pursuit of community development in the communities. And that is how participatory communication

approach is applied by the stakeholders to promote self-empowerment leading to community development and mutual benefits to all in the community.

Here, it is imperative therefore to note that the focus is establish the application of participatory communication approach for stakeholders’ inclusivity in promoting community development in Adentan Municipal Community It delves into the dynamics and trajectories of participatory communication approach and self-empowerment for development. With the analysis of the quantitative study which involved empirical information that had been observed and experimented by the respondents, it summarised the key findings using statistical presentations and proceeded with the discussions.

This study sets out to establish the awareness of the stakeholders or community members of Adentan municipal community of the participatory communication approach and stakeholders’ inclusivity in ensuring community development in the Accra, the responses are presented and discussed as follows.

Table 4. Level of Awareness of the existing of participatory communication approach for Stakeholders’ inclusivity for community development in the Adentan Municipality communities

Table 4

Statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation
The Adentan Municipality community members	Frequency	3	5	7	41	22	3.9487	0.7897
	%	3.8	6.4	9.0	52.6	28.2		

can be relied on to promote relevant information about participatory communication and stakeholders' inclusivity in community development								
Adantan municipality community members are aware of participatory communication and stakeholders' inclusivity for community development	Frequency	5	8	10	38	17	3.6923	0.7385
	%	6.4	10.3	12.8	48.7	21.8		
The Adantan municipality community members want to understand how decision about	Frequency	1	5	3	45	24	4.1026	0.8205
	%	1.3	6.4	3.8	57.7	30.8		

participatory communication and stakeholders' inclusivity affect their participation.								
The Adentan municipal community members provide information that is useful to the participatory communication and stakeholder's inclusivity in decisions making.	Frequency	2	4	9	30	33	4.1282	0.8256
	%	2.6	5.1	11.5	38.5	42.3		
The Adentan municipality community members require accountability and transparency for its participatory communication and	Frequency	13	49	5	7	4	2.2308	0.4462
	%	16.7	62.8	6.4	9.0	5.1		

stakeholders' inclusivity..								
The Adantan municipality community members believe that they are excluded from participatory communication and stakeholders' inclusivity because of the use of top-down approach in communicating to the stakeholders	Frequency	26	37	11	3	1	1.9231	0.3846
	%	33.3	47.4	14.1	3.8	1.3		

Table 5 shows that 52.6% of the respondents agreed that the Adentan Municipality community members can be relied on to promote relevant information about participatory communication and stakeholders' inclusivity in community development, supported by a mean of 3.9487. However, 62.8% of the respondents disagreed that Adentan municipality community members are aware of participatory communication and stakeholders' inclusivity for community development, represented by a mean of 2.2308. 57.7% of the respondents further agreed that the Adantan municipality community members want to understand how decision about participatory communication and stakeholders' inclusivity affect their participation with

a mean of 4.1026. 42.3% strongly agreed that the Adentan municipal community members provide information that is useful to the participatory communication and stakeholder's inclusivity in decisions making. 62.8% disagreed that the Adentan municipality community members require accountability and transparency for its participatory communication and stakeholders' inclusivity with a mean of 2.2308. 47.4% disagreed that the Adantan municipality community members believe that they are excluded from participatory communication and stakeholders' inclusivity because of the use of top-down approach in communicating to the stakeholders, with a mean of 1.9231.

Furthermore, the feedback from the open-ended questions showed that policy-makers or leaders admitted that the major problem is that they do not practice the participatory communication inclusivity because of inadequate public education or orientation for the stakeholders as there are times that they work without communicating with the stakeholders. The professionals do not work on awareness creation for the stakeholders and that this gap has led to failure of ensuring inclusivity which ironically, corroborated the central argument that the' participatory communication has become a "buzzword", for inclusivity, though, it is a mere rhetoric. Similarly, it concurred with assertions made by some scholars of development communication that at the very heart of this challenge: it is the process by which people become leading actors in their own development. Communication enables people to go from being recipients of external development interventions to generators of their own development; (Stefan Sonderling, 1997; van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013; Melkote, 1991). Furthermore some scholars argue that the available literature on participatory communication approach turns to highlight the elusive nature of the concept, alongside the 'buzzword' such as 'inclusivity', 'empowerment', 'and social capital 'as well as 'local community development; (Sonderling, 1997; van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013 ; Melkote, 1991)'. What therefore explains this intriguing and controversial scenario at Adantan Municipal Community? Despite local government policy

guidelines in Ghana given directives to the municipalities to ensure the participation of local citizens, or the stakeholders in their development trajectories, including formulating and implementing any integrated development project for insurance and assurance of service delivery and accountable governance, the community members are still excluded from the direct involvement in community development project, a situation which may bring the municipality's application of participatory governance and stakeholder's inclusivity into disrepute.

The discussions continued with the significance of participatory communication and stakeholder's' inclusivity for community development. The following table shows the responses and discussions are also provided below. Table 4.2.4: Interrogating Application of the participatory communication approach and stakeholders' inclusivity to ensure community development in the Greater Accra Region.

Table 5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		Mean	Std. Deviation
Adentan municipality community members are not included in the participatory	Frequency	15	44	10	6	3		2.2051	0.4410
	%	19.2	56.4	12.8	7.7	3.8			

communication and stakeholders' inclusivity because whenever decisions are made, they don't consider all the parties involved.									
Feedbacks from all parties involved in the participatory communication and stakeholder's inclusivity discussions in the Adentan municipality community are not taken	Frequency	2	2	14	41	19		3.9359	0.7872
	%	2.6	2.6	17.9	52.6	24.4			

seriously									
The Adentan municipality community members involve everyone to help identify the information needed.	Frequency	1	5	4	38	30		4.1667	0.8333
	%	1.3	6.4	5.1	48.7	38.5			
Adentan municipality community members find it easy to obtain detailed information about participatory communication and stakeholders' inclusivity framework	Frequency	4	9	12	40	13		3.6282	0.7256
	%	5.1	11.5	15.4	51.3	16.7			

when needed.									
Adentan municipality community members could ask questions and people like me can express my opinion before they make any decisions affecting the community.	Frequency	0	2	3	53	20		4.1667	0.8333

Table 5 shows that, 56.4% of the respondents disagreed that Adentan municipality community members are included in the participatory communication and stakeholders' inclusivity because whenever decisions are made, they don't consider all the parties involved shown by mean of 2.2051. 52.6% agreed that feedback from all parties involved in the participatory communication and stakeholder's inclusivity discussions in the Adentan municipality community are not taken seriously shown by mean of 3.9359, 48.7% agreed that The Adentan municipality community members involve everyone to help identify the information needed.

with a mean of 4.1667. 51.3% agreed that Adentan municipality community members find it easy to obtain detailed information about participatory communication and stakeholders

'inclusivity framework when needed.

with a mean of 3.6282, 67.9% agreed that Adentan municipality community members could ask questions and people like me can express my opinion before they make any decisions affecting the community.as shown by mean of 4.1667. This concurred with Servaes &Malikhao (2007) who indicate that participation must prevail in the sense that the viewpoint of the community people is considered before they are provided with information that can be compared to previous performance during implementation and evaluation and that their suggestions for changes in the policy are taken into consideration.

The discussion proceeded with establishing the extent of relationship between participatory communication and stakeholders' inclusivity for community development. The table 4.2.4. below offers the data analysis, and the presentation follows.

Table 6

	Strongly Disagreed	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation	
how participatory communication approach could be applied to ensure self-empowerment and development for the stakeholders or	Frequency	3	8	13	37	17	3.7308	0.7462
	%	3.8	10.3	16.7	47.4	21.8		

community members of Adantan Municipal community while still excluding the stakeholders who are the beneficiaries of the development project								
The Adentan municipality community members are provided with information about participatory communication and stakeholders' inclusivity that is not difficult to understand.	Frequency	2	3	9	43	21	4.0000	0.8000
	%	2.6	3.8	11.5	55.1	26.9		

Adentan municipality community members are provided with only part of the story people like to hear.	Frequency	1	10	13	36	18	3.7692	0.7538
	%	1.3	12.8	16.7	46.2	23.1		
Adentan municipality community members have the ability to accomplish what it says it will do.	Frequency	5	8	6	47	12	3.6795	0.7359
	%	6.4	10.3	7.7	60.3	15.4		
Everyone has a role to play in the participatory communication and stakeholders' inclusivity for community development.	Frequency	24	38	12	3	1	1.9615	0.3923
	%	30.8	48.7	15.4	3.8	1.3		

Table 6 shows that 47.4% of the respondents were aware of how participatory communication

approach could be applied to ensure self-empowerment and development for the stakeholders or community members of Adantan Municipal community while still excluding the stakeholders who are the beneficiaries of the development project with a mean of 3.7308. 55.1% agreed that The Adentan municipality community members are provided with information about participatory communication and stakeholders' inclusivity that is not difficult to understand, and this is shown by mean of 4.0000, 46.2% agreed that Adentan municipality community members are provided with only part of the story people like to hear, with a mean of 3.7692, while 60.3% agreed Adentan municipality community members have the ability to accomplish what it says it will do, with mean of 3.6795. However, 48.7% disagreed that Everyone has a role to play in the participatory communication and stakeholders' inclusivity for community development, with a mean of 1.9615, 59% disagreed that the asked the opinions of community people before making decisions with mean of 2.1667 while 52.6% strongly agreed that the participatory communication and stakeholders' inclusivity project are not available for the stakeholders or community members directly involved with mean of 1.6538. 53.8% agreed that the participatory communication and stakeholders' inclusivity project does not include a person like me before making-decisions with mean of 4.2949. The findings concurred with Lennie & Taschi (2013) who contend that the main objective of participatory communication for inclusivity is to employ communication strategies which happen through involvement of the stakeholders with an aim of ensuring that the stakeholders understand the strategic project objectives and what role or responsibility they play in the project. They also concurred with Yoon (2004) who argues that participatory communication provides information about a strategic project that is easy to understand. However, key informants indicated that this kind of participatory communication and stakeholders' inclusivity practice is typically done for specific strategic project design such as community infrastructure enhancement. Effective involvement would have been attained if members were involved in integrated activities

thereby designing strategic ownership for realizing effective participatory communication in the project process. The findings also concurred with Bessette (2004) who notes that participatory communication and stakeholders' inclusivity practice is viewed as: a process and a dialogue. Furthermore, Allen (2002) notes that the participatory communication and stakeholders' inclusivity practice in an institution is fundamental to have genuine partnership that allows for seamless strategies for projects implementation success.

4.3. Mechanism for ascertaining the kind of relationship that exists between participatory communication and stakeholders' inclusivity practice. The study sought to examine the mechanisms for ascertaining the kind of relationship that exists between participatory communication and stakeholders' inclusivity practice. The respondents indicated that the participatory communication experts gather the stakeholders and orient them on the use, the benefit and duration of the project planning and implementation. They further persuade them to participate in the implementation and administration stage of the project. This is consistent with Sacky (2014) who maintains that no matter how beneficial practices are, stakeholders should not be forced into adopting them, instead encourage the stakeholders to take part rather than adopt new practices. Further, the respondents stressed that the participatory communication and stakeholders' inclusivity practice is typically done for few communities.

4.4. Opportunities in promoting participatory communication and stakeholders' inclusivity practice

The respondents were asked to indicate whether all the stakeholders had equal opportunities in participatory communication and stakeholders' inclusivity. The results were as shown by figure 4.7.

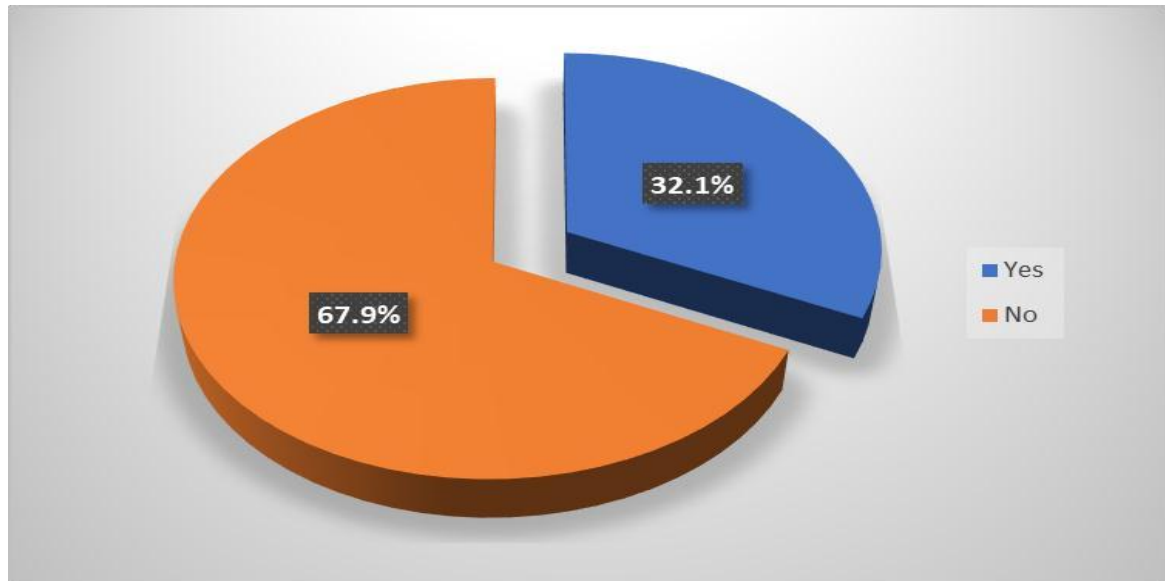


Figure 3

32.1% of the respondents agreed that they had equal opportunities but 67.9% of the respondents indicated otherwise. In addition, the key informants indicated that they had regular stakeholder meetings as beneficiaries of the project. Further, they indicated that the meetings are usually appropriately organized in a logical way and that they are usually enlightened on participatory communication and stakeholders' inclusivity practice process plan. The respondents also noted that in the meetings, everyone is listened to when asking a question and that the questions are usually answered satisfactorily, especially on how the project funds were utilized. This concurs with Tufte & Mefalopulos (2009) who conclude that participatory communication and stakeholders' inclusivity practice allows the sharing of information, perceptions and opinions among the various stakeholders and thereby facilitates their empowerment, especially for those who are most vulnerable and marginalized. This was supported by the businessmen who indicated that they have regular meetings and that beneficiaries are part of that meeting. It is noted that in the meeting, the participants are usually enlightened on the leaders' expenses and work plans.

4.5., Analysis of the implications of participatory communication and stakeholders' inclusivity practice

The other objective of the study was to analyse the implications of participatory communication and stakeholders' inclusivity practice.

4.5. Participation in project Strategic design

The respondents were asked to indicate whether they had participated in any planning meetings of the Adentan Municipality community development planning process. The results were as shown by figure 4.5.

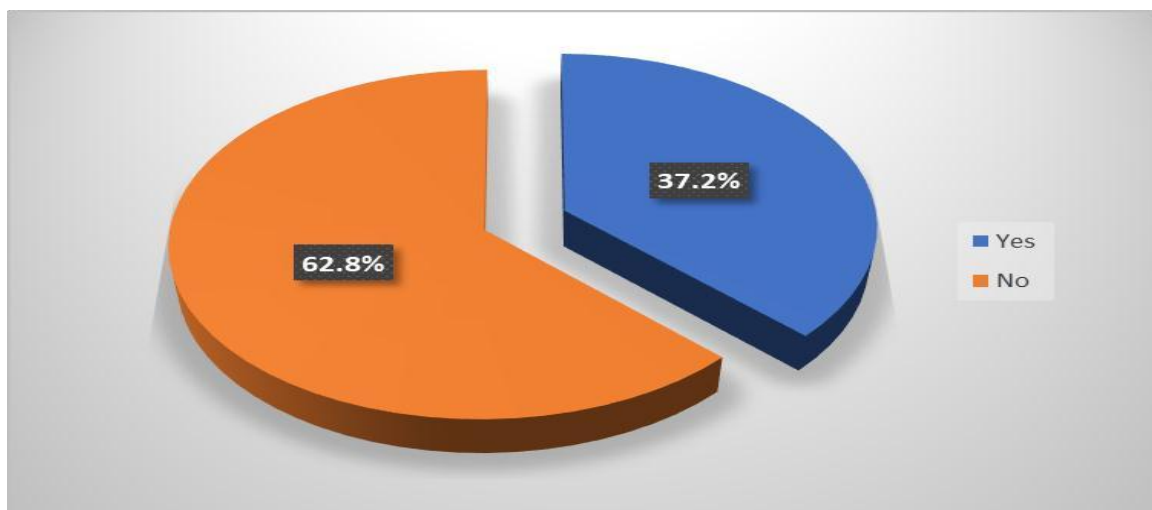


Figure 4

professionals noted that the decision-making process in the phase project planning is not consultative. Key informants noted that during the planning phase, the stakeholders are involved and at times information is gathered using key informants and then the participation is reinforced from the expression of one of the project experts. This contradicted what the stakeholders said. This is suggestive of the existence of just a few participatory communication and stakeholders' inclusivity practice in which stakeholders were fairly involved.

4.6. Participation in the Implementation of project for community development

The study sought to determine whether the respondents participated in the implementation of the project for community development. The results were as shown by figure 4.6.

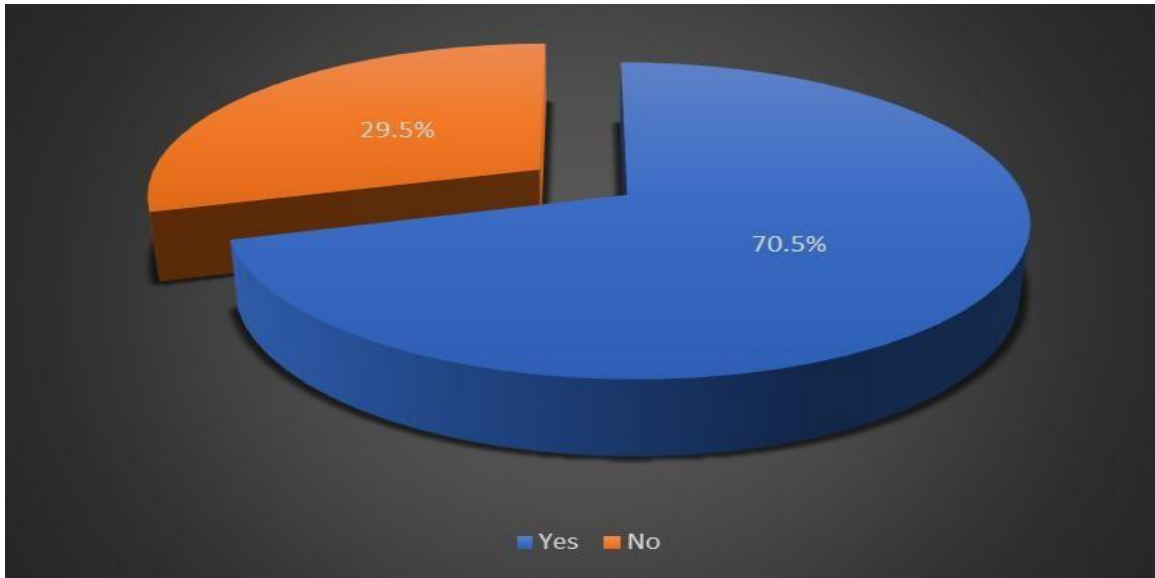


Figure 5

From figure 4.9, 70.5% of the respondents indicated that they had participated in implementation of projects while 29.5% indicated otherwise. This depicts that even though most beneficiaries do not participate in planning, they are involved in implementation. Findings from interviews showed that at the implementation phase of any given project some of the beneficiaries are involved. They further noted that the phase constitutes the core of the whole project and evolves through putting into place what had been discussed earlier. The informants noted that in this phase, they give the stakeholders and project managers an opportunity to analyse the opinions put forth by the stakeholders. This allowed the dialogue needed to build a consensus to devise strategies addressing those issues.

4.7.Consideration of opinions on project strategy

Further, the respondents were asked to indicate whether their opinions were considered appropriate. The results were as shown by figure 4.7

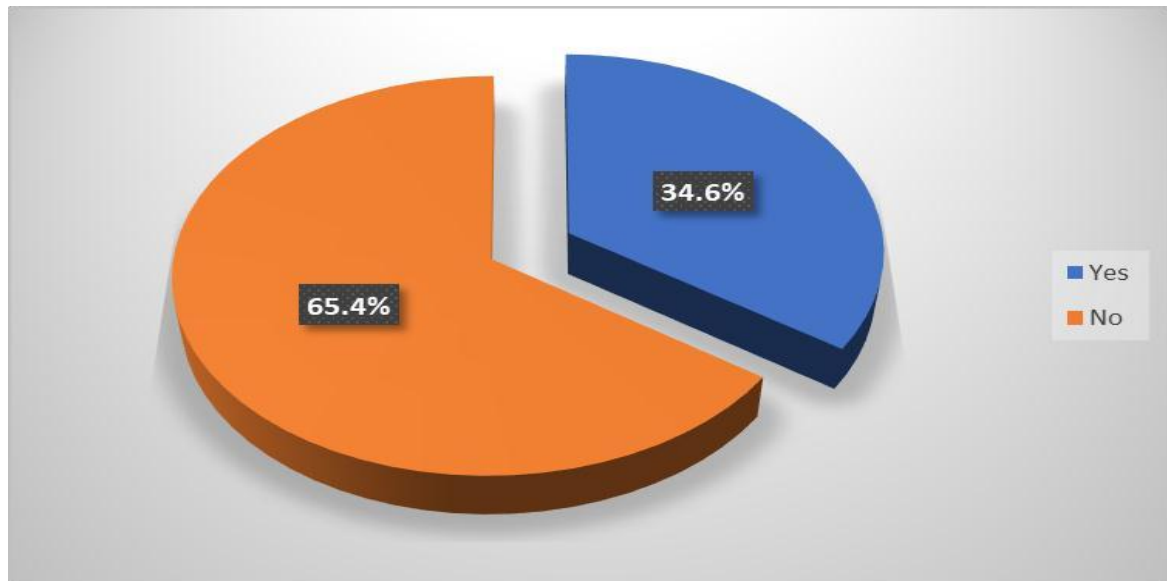


Figure 6

Figure 4.7. above indicates that, 34.6% of the respondents indicated that their opinions were considered properly while 65.4% of the respondents indicated otherwise. This illustrates that in most cases, the ideas of the project beneficiaries are not considered in the strategy planning cycle and this usually affects the success rate of the project implementation.

4.4. Conclusion

The study set out to elicit creative and communities advancement stakeholders of Adentan Municipality communities on participatory communication and stakeholders' inclusivity practice and that engagement in participatory communication and stakeholders' inclusivity practice is inevitable, implementation project for community development and enhancement of their living standard may serve as potential move for communities advancement once the communities status realizes innovative approach in their project programming. The findings revealed a mix of bottlenecks related to the feasibility of the implementation and effective project through creative ideas on participatory communication and stakeholders' inclusivity

practice, especially, Adentan Municipality communities. Indeed, participatory communication and stakeholders' inclusivity practice in Adentan Municipality communities generally, have wallowed in financial sustainability challenges, a situation which constrains their ability to spread their outreach activities to include the project planning.

The study found evidence of technical potentials to leverage on the participatory communication and stakeholders' inclusivity practice, that has enhanced the project implementation at Adentan Municipality communities to promote debates on how to effectively utilize participatory communication and stakeholders' inclusivity practice spheres. However, it calls for attention to the economic marginalization of some communities in Ghana, which tends to constrain many of them from regular project implementation challenges (Kubuga's 2013). This implies that a concentration on the participatory communication and stakeholders' inclusivity practice cannot afford the cost of regular project.

The participatory communication and stakeholders' inclusivity practice in Ghana is to ensure that greater awareness is created to the public as well as funding is provided for facilitating participatory communication and stakeholders' inclusivity practice in Adentan Municipality communities in Ghana which should include stakeholders training sessions aimed at addressing the challenges of project implementations. It should aim to enhance the beneficiaries' knowledge on project planning strategy and equip them with skills on implementation of strategic programming at Adentan Municipality communities too.

It concludes that participatory communication and stakeholders' inclusivity practice gives an impressive façade in that although it is bottom-up approach, it seems all the activities involved turn to reflect top-down approach due to its exclusivity hence its elusiveness.

CHAPTER FIVE

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter features a summary of the key findings of the study in addition to presenting conclusions based on the study findings. Besides, it also outlines certain contributions made by the study to this field of knowledge as well as putting forth several recommendations to be considered to effectively establish how to promote enhanced participatory communication and stakeholders' inclusivity practice. The chapter finally offers suggestions for further research, for no one studying in isolation can provide all answers to problems in a particular field.

5.1. Summary of Key Findings

This study sets out to establish the awareness of the stakeholders or community members of Adentan municipal community of the participatory communication approach and stakeholders' inclusivity in ensuring community development in the Accra. The Level of awareness of the existing of participatory communication approach for Stakeholders' inclusivity for community development in the Adentan Municipality communities Table 4.4 shows that 52.6% of the respondents agreed that the Adentan Municipality community members can be relied on to promote relevant information about participatory communication and stakeholders' inclusivity in community development, supported by a means of 3.9487. However, 62.8% of the respondents disagreed that Adentan municipality community members are aware of participatory communication and stakeholders' inclusivity for community development, represented by a mean of 2.2308. 57.7% of the respondents further agreed that the Adentan municipality community members want to understand how decision about participatory communication and stakeholders' inclusivity affect their participation with a mean of 4.1026. 42.3% strongly agreed that the Adentan municipal community members provide information that is useful to the participatory communication and stakeholder's inclusivity in decisions making. 62.8% disagreed that the Adentan municipality community members require accountability and transparency for its participatory communication and stakeholders' inclusivity with a mean of 2.2308. 47.4% disagreed that the Adentan municipality community members believe that they are excluded from participatory communication and stakeholders' inclusivity because of the use of top-down approach in communicating to the stakeholders, with a mean of 1.9231.

Furthermore, the feedback from the open-ended showed that policymakers or leaders admitted that the major problem is that they do not practice the participatory communication inclusivity because of inadequate public education or orientation for the stakeholders as there are times that they work without communicating with the stakeholders. The professionals do not work

on awareness creation of the for the stakeholders and that this gap has led to failure of ensuring inclusivity which ironically, corroborated the central argument that the' participatory communication has become a "buzzword", for inclusivity, though, it is a mere rhetoric. Similarly, it concurred with assertions made by some scholars of development communication that at the very heart of this challenge: it is the process by which people become leading actors in their own development. Communication enables people to go from being recipients of external development interventions to generators of their own development; (Sonderling, 1997; van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013; Melkote, 1991). Furthermore some scholars argue that the available literature on participatory communication approach turns to highlight the elusive nature of the concept, alongside the 'buzzword' such as 'inclusivity', 'empowerment', 'and social capital 'as well as 'local community development; (Sonderling, 1997; van de Fliert, 2010; Rossman, 2003; Melkote, 2018; Harwell, 2013 ; Melkote, 1991)'. What therefore explains this intriguing and controversial scenario at Adantan Municipal Community? Despite local government policy guidelines in Ghana given directives to the municipalities to ensure the participation of local citizens, or the stakeholders in their development trajectories, including formulating and implementing any integrated development project for insurance and assurance of service delivery and accountable governance, the community members are still excluded from the direct involvement in community development project, a situation which may bring the municipality's application of participatory governance and stakeholder's inclusivity into disrepute.

The discussions continued with the significance of participatory communication and stakeholder's' inclusivity for community development. The following table shows the responses and discussions are also provided below. Table 4.2.4: Interrogating Application of the participatory communication approach and stakeholders' inclusivity to ensure community development in the Greater Accra Region. Table 4.2.4 shows that, 56.4% of the respondents disagreed that Adentan municipality community members are not included in the participatory

communication and stakeholders' inclusivity because whenever decisions are made, they don't consider all the parties involved shown by mean of 2.2051. 52.6% agreed that Feedback from all parties involved in the participatory communication and stakeholder's inclusivity discussions in the Adentan municipality community are not taken seriously shown by mean of 3.9359, 48.7% agreed that The Adentan municipality community members involve everyone to help identify the information needed.

With a meaning of 4.1667. 51.3% agreed that Adentan municipality community members find it easy to obtain detailed information about participatory communication and stakeholders' inclusivity framework when needed.

With a mean of 3.6282, 67.9% agreed that Adentan municipality community members could ask questions and people like me can express my opinion before they make any decisions affecting the community.as shown by means of 4.1667. This concurred with Servaes and Malikhao (2007) who indicates that participation must prevail in the sense that the viewpoint of the community people is considered before Adentan municipality community members are provided with information that can be compared to previous performance during implementation and evaluation and that their suggestions for changes in the policy are taken into consideration.

The discussion proceeded with establishing the extent of relationship between participatory communication and stakeholders' inclusivity for community development. The table 4.2.4. shows that 47.4% of the respondents were aware of how participatory communication approach could be applied to ensure self-empowerment and development for the stakeholders or community members of Adantan Municipal community while still excluding the stakeholders who are the beneficiaries of the development project with a mean of 3.7308. 55.1% agreed that The Adentan municipality community members are provided with information about participatory communication and stakeholders' inclusivity that is not difficult to understand, and this is shown by mean of 4.0000, 46.2% agreed that Adentan municipality community

members are provided with only part of the story people like to hear, with a mean of 3.7692, while 60.3% agreed Adentan municipality community members have the ability to accomplish what it says it will do, with mean of 3.6795. However, 48.7% disagreed that Everyone has a role to play in the participatory communication and stakeholders' inclusivity for community development, with a mean of 1.9615, 59% disagreed that the asked the opinions of community people before making decisions with mean of 2.1667 while 52.6% strongly agreed that the participatory communication and stakeholders' inclusivity project are not available for the stakeholders or community members directly involved with mean of 1.6538. 53.8% agreed that the participatory communication and stakeholders' inclusivity project does not include a person like me before making-decisions with mean of 4.2949. The findings concurred with the main Lennie & Taschi (2013) who reasons that the main objective of participatory communication for inclusivity is to employ communication strategies which happens through involvement of the stakeholders with an aim of ensuring that the stakeholders understand the strategic project objectives and what role or responsibility they play in the project. They also concurred with Yoon (2004) who argues that participatory communication provides information of its strategic project that is easy to understand. However, key informants indicated that this kind of participatory communication and stakeholders' inclusivity practice is typically done for specific strategic project design such as community infrastructure enhancement. Effective involvement would have been attained if members were involved in integrated activities thereby designing strategic ownership for realizing effective participatory communication in the project process. The findings also concurred with Bessette (2004) who notes that participatory communication and stakeholders' inclusivity practice is viewed as: a process and a dialogue. Further, Allen (2002) notes that the participatory communication and stakeholders' inclusivity practice in an institution is fundamental to have genuine partnership that allows for seamless strategies for projects implementation success.

Mechanism for ascertaining the kind of relationship that exists between participatory

communication and stakeholders' inclusivity practice. The study sought to examine the mechanisms for ascertaining the kind of relationship that exists between participatory communication and stakeholders' inclusivity practice the respondents indicated that the participatory communication experts gather the stakeholders and orient them on the use, the benefit and duration of the project planning and implementation. They further persuade them to participate in the implementation and administration stage of the project. This is consistent with Sacky (2014) who maintains that no matter how beneficial practices are, stakeholders should not be forced into adopting them, instead encourage the stakeholders to take part rather than adopt new practices. Further, the respondents stressed that the participatory communication and stakeholders' inclusivity practice is typically done for few communities.

The respondents were asked to indicate whether all the stakeholders had equal opportunities in participatory communication and stakeholders' inclusivity practice. The results were as shown by figure 4.7. 32.1% of the respondents agreed that they had equal opportunities but 67.9% of the respondents indicated otherwise. In addition, the key informants indicated that they had regular stakeholder meetings as beneficiaries of the project. Further, they indicated that the meetings are usually appropriately organized in a logical way and that they are usually enlightened on participatory communication and stakeholders' inclusivity practice process plan. The respondents also noted that in the meetings, everyone is listened to when asking a question and that the questions are usually answered satisfactorily, especially on how the project funds were utilized. This concurs with Tufte & Mefalopulos (2009) who concludes that participatory communication and stakeholders' inclusivity practice allows the sharing of information, perceptions and opinions among the various stakeholders and thereby facilitates their empowerment, especially for those who are most vulnerable and marginalized. This was supported by the businessmen who indicated that they have regular meetings and that beneficiaries are part of that meeting. It is noted that in the meeting, the participants are usually enlightened on the leaders' expenses and work plans.

The other objective of the study was to analyse the implications of participatory communication and stakeholders' inclusivity practice.

The respondents were asked to indicate whether they had participated in any planning meetings of the Adentan Municipality community development planning process. The results were as shown by figure 4.5. indicated that professionals noted that the decision-making process in the phase project planning is not consultative. Key informants noted that during the planning phase, the stakeholders are involved and at times information is gathered using key informants and then the participation is reinforced from the expression of one of the project experts. This contradicted what the stakeholders said. This is suggestive of the existence of just a few participatory communication and stakeholders' inclusivity practice in which stakeholders were fairly involved.

The study sought to determine whether the respondents participated in the implementation of the project for community development. The results were as shown from figure 4.9, 70.5% of the respondents indicated that they had participated in implementation of projects while 29.5% indicated otherwise. This depicts that even though most beneficiaries do not participate in planning, they are involved in implementation. Findings from interviews showed that at the implementation phase of any given project some of the beneficiaries are involved. They further noted that the phase constitutes the core of the whole project and evolves through putting into place what had been discussed earlier. The informants noted that in this phase, they give the stakeholders and project managers an opportunity to analyse the opinions put forth by the stakeholders. This allowed the dialogue needed to build a consensus to devise strategies addressing those issues.

Further, the respondents were asked to indicate whether their opinions were considered appropriate. The results were shown by figure 4.7 indicates that, 34.6% of the respondents

indicated that their opinions were considered properly while 65.4% of the respondents indicated otherwise. This illustrates that in most cases, the ideas of the project beneficiaries are not considered in the strategy planning cycle and this usually affects the success rate of the project implementation.

5.2. Conclusions

The study set out to elicit creative and communities advancement stakeholders of Adentan Municipality communities on participatory communication and stakeholders' inclusivity practice and that engagement in participatory communication and stakeholders' inclusivity practice is inevitable, implementation project for community development and enhancement of their living standard may serve as potential move for communities advancement once the communities status realizes innovative approach in their project programming. The findings revealed a mix of bottlenecks related to the feasibility of the implementation and effective project through creative ideas on participatory communication and stakeholders' inclusivity practice, especially, Adentan Municipality communities. Indeed, participatory communication and stakeholders' inclusivity practice in Adentan Municipality communities generally, have wallowed in financial sustainability challenges, a situation which constrains their ability to spread their outreach activities to include the project planning.

The study found evidence of technical potentials to leverage on the participatory communication and stakeholders' inclusivity practice, that has enhanced the project implementation at Adentan Municipality communities to promote debates on how to effectively utilize participatory communication and stakeholders' inclusivity practice spheres. However, it calls for attention to the economic marginalization of some communities in Ghana, which tends to constrain many of them from regular project implementation challenges (Kubuga's 2013). This implies that a concentration on the participatory communication and stakeholders' inclusivity practice cannot afford the cost of regular project.

The participatory communication and stakeholders' inclusivity practice in Ghana is to ensure that greater awareness is created to the public as well as funding is provided for facilitating participatory communication and stakeholders' inclusivity practice in Adentan Municipality communities in Ghana which should include stakeholders training sessions aimed at addressing the challenges of project implementations. It should aim to enhance the beneficiaries' knowledge on project planning strategy and equip them with skills on implementation of strategic programming at Adentan Municipality communities too.

It concludes that participatory communication and stakeholders' inclusivity practice gives an impressive façade in that although it is bottom-up approach, it seems all the activities involved turn to reflect top-down approach due to its exclusivity hence its elusiveness.

5.3. Recommendations

Findings revealed that the participatory communication approach emphasizes on planning of communication activities as a support to a development project, nonetheless, it does not produce a common understanding and consensus among all stakeholders to ensure effective participation in development initiatives. It concludes that participatory communication approach gives an impressive façade in that although it is bottom-up approach, it seems all the activities involved turn to reflect top-down approach due to its exclusivity hence its elusiveness. So, this study, on the basis of the findings, suggestion some take home. It suggests that local community authorities should embrace bottom-up approach such as active involvement and engagement of participants in the communication processes, adopt and adapt to productive community dialogues, recognize and value the importance of community members' participation as well as their contributions and perspectives It suggests that local community authorities should embrace bottom-up approach such as active involvement and engagement of participants in the communication processes, adopt and adapt to productive community dialogues, recognize and value the importance of community members' participation as well as their contributions and perspectives A training or workshop on project

strategy should be carried out in other educational institutions since they operate in different jurisdictional areas. The study recommends that further studies should focus on the stakeholders attitudes towards collaborative project strategy. Further research should also focus on other factors that affect project effectiveness as this will shed light on other strategies that need to be put in place to ensure an effective project strategy. Finally, this research should be conducted in other communities in other parts of the country to enable generalization and authentication of the research findings across the country.

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APPENDIX

QUESTIONNAIRE FOR ADENTAN MUNICIPAL COMMUNITY MEMBERS

Dear Respondent,

The purpose of this survey is to gather relevant data to understand the subject “**Participatory Communication Approach and Stakeholders’ Inclusivity in Community Development in the Greater Accra Region: A Case of Adentan Municipal Community**”. I am requesting you to share your genuine experiences to enhance the success and validity of this research. Please note that your personal details will not be revealed and the responses you provide will only be used for academic purposes.

Section A: Demographic Information

Sex:

Male

Female

Age

18-30 Years 31-40Years

41-50 Years Above 50 years

Occupation

Unemployed

Casual Labourer Self-employed

Farmer [] Other (Please specify)

Indicate the highest level of education. Kindly indicate one Primary Education []

Secondary education []

Tertiary Level []

SECTION B: AWARENESS OF THE STAKEHOLDERS OR COMMUNITY MEMBERS OF ADENTAN MUNICIPAL COMMUNITY OF THE PARTICIPATORY COMMUNICATION APPROACH AND STAKEHOLDERS’ INCLUSIVITY IN ENSURING COMMUNITY DEVELOPMENT IN THE GREATER ACCRA REGION

Please do not take too much time with any one item. Try to give an immediate answer and not think too long about your answer or its implications. You may not answer this questionnaire if below the age of 18 years.

1. Please note with regards to AGREEMENT in a scale of 1-5, 1 means STRONGLY DISAGREE and 5 means STRONGLY AGREE.

2. What is your level of agreement?

	1	2	3	4	5
Participatory communication and stakeholders’ inclusivity for community development					
The Adentan Municipality community members can be relied on to promote relevant information about participatory communication and stakeholders’ inclusivity in community development					

Adentan municipality community members are aware of participatory communication and stakeholders' inclusivity for community development					
The Adantan municipality community members want to understand how decision about participatory communication and stakeholders' inclusivity affect their participation.					
The Adentan municipal community members provide information that is useful to the participatory communication and stakeholder's inclusivity in decisions making.					
The Adentan municipality community members require accountability and transparency for its participatory communication and stakeholders' inclusivity.					
The Adantan municipality community members believe that they are excluded from participatory communication and stakeholders' inclusivity because of the use of top-down approach in communicating to the stakeholders.					

Are the framework of participatory communication and stakeholders' inclusivity reliable? Yes, or No? Please explain your answer.

.....
.....
.....

What are the initiatives put in place to promote participatory communication and stakeholders' inclusivity in community development?

.....

.....

.....

**SECTION C: SIGNIFICANCE OF PARTICIPATORY COMMUNICATION AND
STAKEHODERS' INCLUSIVITY FOR COMMUNITY DEVELOPMENT**

What is your level of agreement?

	1	2	3	4	5
Application of the participatory communication approach and stakeholders' inclusivity to ensure community development in the Greater Accra Region					
Adentan municipality community members are not included in the participatory communication and stakeholders' inclusivity because whenever decisions are made, they don't consider all the parties involved.					
Feedback from all parties involved in the participatory communication and stakeholder's inclusivity discussions in the Adentan municipality community are not taken seriously.					
The Adentan municipality community members involve everyone to help identify the information needed.					
Adentan municipality community members find it easy to obtain detailed information about participatory communication and stakeholders' inclusivity framework when needed.					

Adentan municipality community members could ask questions and people like me can express my opinion before they make any decisions affecting the community.					
Adentan municipality community members are provided with information that can be compared to previous performance.					
Members of Adentan municipality community are provided with information that is easy to understand.					

What mechanisms have been put in place to ensure participatory communication and stakeholders' inclusivity for community development at Adentan municipality communities?

.....

.....

.....

All stakeholders have equal opportunities in participatory communication and stakeholder' inclusivity framework in the Adentan municipality community. Yes []; No []?

Explain why?

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SECTION D: EXTENT OF CORRELATION BETWEEN PARTICIPATORY COMMUNICATION AND STAKEHOLDERS' INCLUSIVITY FOR COMMUNITY DEVELOPMENT

Have you ever participated in planning meetings to discuss participatory communication and stakeholders' inclusivity for community development in your community in Adentan municipality?

Yes No

Have you participated in the implementation of any participatory communication and stakeholders' inclusivity project in your locality in the Adentan municipality community?

Yes No

If the answer is „Yes“ in respect of the above questions, were your opinions considered properly?

Yes No

Do you think that the participatory communication and stakeholders' inclusivity for community development in your community in Adentan municipality undertaken in your locality has been implemented through participation of your community?

Yes No

How do you rank the level of participation of community members at the Adentan municipality communities?

Lowest

Medium

Highest

What is your agreement on the statements below?

how participatory communication approach could be applied to ensure self-empowerment and development for the stakeholders or community members of Adantan Municipal community	1	2	3	4	5
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while still excluding the stakeholders who are the beneficiaries of the development project					
The Adentan municipality community members are provided with information about participatory communication and stakeholders' inclusivity that is not difficult to understand.					
Adentan municipality community members are provided with only part of the story people like to hear.					
Adentan municipality community members have the ability to accomplish what it says it will do.					
Everyone has a role to play in the participatory communication and stakeholders' inclusivity for community development.					

At what point in the participatory communication and stakeholders' inclusivity project are the stakeholders or community members directly involved and how?

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Are there any rules or standards with regards to participatory communication and stakeholders' inclusivity when it comes to community development issue?

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What is the role of the stakeholders in overseeing and ensuring community members' participatory communication inclusivity?

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Thank you